

HOUSE CHAIRMAN RUNS GOLF CLUB—LONG TRIP WEST

Pig Raising Helps Golf Club to Show a Profit

In Return for Fats and Waste Material Organization Gets Soap and Talcum Powder—Grows Own Truck and Cuts Own Ice.

It is a well known fact that in the days of prohibition and the higher cost of everything many golf clubs in the United States have a hard time making both ends meet. In the majority of cases the year shows a deficit which generally has to be made up by an assessment on the membership. In the accompanying article the house chairman of a prominent metropolitan club tells how the application of modern business methods he contrives so to cut down "overhead" that his organization not only pays its way but comes out with something in the treasury.

TIME—The present. **PLACE**—In any Metropolitan district during the week of a prominent golf tournament. "No, madame, no tables can be reserved for luncheon after 12:30." "Yes, I know you are a member in good standing and pay your bills promptly." "Yes, madame, I make this rule." "I haven't any time to argue the point with you. I'm sorry. Write your complaint and have it taken up by the board at its next meeting." "Yes, I know luncheon will be over before the point in question will be decided by the board. I would suggest that you get your party together before the rush and take your chances." "Yes, you must buy coupon books this week. I cannot charge any accounts." "Yes, I know it's a nuisance, but it's a rule and cannot be broken." "Yes, I made that rule also." "No, you cannot get your luncheon without coupons, as I've given orders that no one will be served without coupons." "Please! Please! Please!"

THIS is only one of my many conversations during this strenuous week, and now it all seems like a dream. I don't know whether I'm glad or sorry that it's over.

A well planned tournament, having its many committees, such as executive, green, police, transportation, entertainment, hotel, press and gallery, all ultimately depend more or less (usually more) on the house committee. In all well regulated clubs this centres in one man, its house chairman, all of the various committees having employees, all of whom must be fed or housed.

This particular tournament was decided upon early in the spring, but the real work, outside of that on the greens, was not energetically taken up until about four weeks before the event.

The executive chairman, being appointed by the president and he was a awfully good chairman) got promptly to work and chose his various chairmen for each committee; that is, except for the house committee, which is a permanent one of the club. Each chairman chose the very best timber of the club to serve on his committee, so that when it got down to the poor "house" there weren't any more left.

During the week of the tournament I virtually opened the clubhouse at 6 o'clock in the morning and closed it again in the wee small hours of the morning.

To change a club, situated in a summer colony, where the social features consist of a few luncheons during the week and a dinner dance of 200 to 250 on Saturday night into a hotel was quite an undertaking. Serving 75 to 175 breakfasts, 500 to 1,100 luncheons and 75 to 350 dinners at night was only part of the daily job. Feeding one's own help, serving afternoon tea, tea dances and bridge parties were extra considerations.

Unless one is prepared, not only with food, but help—and capable help—as well as the proper steward, such an affair could easily become a flat failure instead of a success. I feel that if one is properly fed with good food, properly served, a big percentage toward the success of the issue in question is assured.

All Night to Wash the Dishes.

A well served five course dinner of soup, entree, roast, salad and dessert, takes fourteen dishes. Four spoons, two knives and three forks. Multiply this by 250 and see what it means merely to wash up. Several years ago it took four people all night to wash the dishes and silver of a Saturday night affair. To-day, by modern dishwashing machinery, dishes are washed and automatically dried at the rate of 2,000 per hour; this with only two people in help. They are sanitarily washed, not before "with a lark and a promise." The cost of the installation of such machinery has paid for itself many times over by the saving in labor and breakage.

The help secured for serving at such a tournament must be chosen with care, as the long hours which are necessary under the conditions force one to use the help in shifts.

The menu must also be chosen with care, so that not only the matter of quick service is considered but also that of miscalculating the number of meals served. One cannot run out of food, but must use such food that it will carry over in some way or other toward another meal or feed some part of the help.

That takes one back to a much mooted question, which I, as chairman, have always argued with my committee and also with the board of directors, i. e., "Shall the house show a loss or a gain?" Fortunately I have a clever steward—good luck, and I hope good management—and for the last several years the "house" of this particular club has shown a small but substantial profit, and its charges have been no higher than any other golf club in the metropolitan district; I think slightly lower.

The profits have been made in savings such as these: We own and operate an extensive truck garden, which is planted early in the season, so that we have fresh vegetables long before the cottagers, who come to their houses about May 15. We supply them, ourselves, and sell the balance to our local grocery stores. We also grow enough rough fodder to feed all of our live stock. Instead of having our swill carted away daily at a cost to the club we buy young pigs in April and sell them in November. Last year the net profit on the pigs was \$495.

Buy Coal by Carload.

We buy our coal by the carload at the mines, pay the freight and have same carted to the clubhouse by our own teams at a time when they are not needed on the greens.

We cut our own ice and store it in our own icehouse. When we are unfortunate enough to have an open winter we buy solid cam of ice from the mountain district and store it during the winter months. I never store artificial ice, as it will not keep. The ice is packed in salt straw, and most years it lasts from crop to crop. Our ice last year, bought in Pennsylvania, cost us \$675, as last winter was too open to cut thick ice; but the year before the icehouse was

filled with 14 inch ice at the cost of \$234. I know as a fact that another metropolitan club situated similar to ours spent \$3,500 for its ice for one year.

At certain times of the year supplies can be laid in at far less cost than during the season—supplies which cannot spoil if proper care is taken of them. For instance, eggs can be bought from the farmers at times and "water glassed," which, if properly stored, can be kept throughout the entire summer season and used for cooking.

The fats were heretofore "waste material." Disposing of them was always the prerogative of the chef. He generally sold them to the butchers for his own benefit. We now save and sell them to the soap manufacturers, who in return give us soap and talcum powder, of which we buy hardly any during the year.

All of these devices and many similar ones, large and small, have helped to pull down that monster, "Overhead," so that the result at the end of the year has been plus instead of minus.

The members of the board instead of consulting me condemn me, for they now claim that a "house" must show a loss and request me to reduce prices! I have fought them on the basis that "what one man eats he alone shall pay for," and that it is unfair that an absent member shall participate in the payment of the always present member's pleasures.

I believe in paying top prices for tip-top help. The result is that all graft is cut out. All the products bought by our steward "through competitive means" are at the absolutely lowest prices.

Meats Bought at Wholesale. Our meats and supplies are bought at wholesale in quantities large enough to obtain the lowest wholesale prices, and our icing facilities are such that they can be properly taken care of, so that when ready to be used they are in perfect shape.

If properly approached all dealers of supplies which are used by a golf club have a discount which can be obtained as a credit to the club and which during the course of the season amounts to very considerable sums.

The matter of keeping the houses in repair is one that should not be overlooked. A coat of paint during the winter months may mean the saving of many hundreds of dollars. All repairs should be made during the winter months when labor is not in such a demand and when contracts can be made more advantageously for the club.

The matter of insurance should be looked into most thoroughly. We all know that the insurance rates on country golf properties are extremely high. Every fire precaution should be taken, fire pumps and fire extinguishers freely supplied; all open fireplaces screened; all debris removed daily and burnt in an incinerator, which is removed from the house. After the chairman has thoroughly gone over the houses the insurance broker should look them over for further troubles; perhaps he can see an exposed electric wire or something which has been overlooked. Then the property should be reexamined and a three year policy taken out covering the entire properties instead of a year to year term.

At the beginning of the year a complete inventory of all the club's property should be made upon which a fair valuation should be placed. As additions to the property are made add same to the inventory, and as they are used or destroyed deduct from the inventory, and one always knows where one stands.

Books Are Audited Monthly.

I always insist that during the six months of activity, May 15 to October 15, the books of the club shall be audited monthly by some expert accountant, so that all of the departments of the club should know exactly how they stand at the end of each fiscal month. By this means many an error is corrected before it is too late.

Too much cannot be said in favor of a budget system if properly made up and properly lived up to. Of course there are conditions which arise which make it impossible to live up to them, but the board of directors can always be appealed to, and they know the progress of the various departments. Thorough auditing of all bills coming through and their proper application to each department means much help at the end of the month.

In conclusion let me say that I think a successful golf club can only be properly maintained when the heads of all committees are kindly disposed toward the heads of all other committees. There is so much that overlaps—the sports committee with the green committee, the green committee with the house committee, the house committee with the treasurer, etc.—that all should be jolly good friends, always ready to help one another out.

Bury the hatchet. Have no jealousies and just "root" for the success of your own club.

N. Y. U. Five Will Meet Alumni in First Game

Violet Squad Fast Rounding Into Shape.

With the opening of the basketball season at New York University only a week off Ed Thorp, the Violet coach, is beginning to draft a first string team out of the wealth of material in his squad of candidates. On Friday, December 9, the Alumni Five will furnish the opposition for the varsity in their initial engagement this year, and Thorp is anxious to start the season with a victory.

Difficult as Thorp's problem is of filling the four positions left vacant by the graduation of Baker and Delaney and Holman and the loss of Robertson, the outlook at University Heights is anything but gloomy. In addition to Frank Goelzer, star forward for the last three seasons and captain of the present team, there are Klees, Bates, Dorf and Hatterer, substitutes of last year's quintet; Toorock and Hawes of the freshman five and a number of other candidates, including Taylor, Nelson and Weatherdon of the football team.

Since the close of the football season the squad has been at work daily under the supervision of Thorp and his assistants, Howard Cann and Paul Mooney, of the 1919 championship team, with the result that a varsity team will be ready to take the floor next Friday in excellent trim for the opening game. Goelzer has been teamed on several occasions at forward with Hatterer and Hawes, as well as with Conley, a new recruit of the Business School at Washington square. The position opposite Goelzer probably will be definitely assigned to Hatterer early this week.

The position which is giving the Violet coaching staff its greatest trouble

The Thrill That Comes Once in a Lifetime



THE STUFFED LOON

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is that of centre. Robertson starred at the pivot station for the Bronx collegians last season, but, unfortunately for the Violet, has left the institution. Of the many candidates Thorp has been playing at centre during practices Bierce has shown the greatest promise, and from present indications should land the berth.

Bierce is a powerful six footer, and in his three years of apprenticeship as a scrub player has learned a great deal about the game, and about the pivot

position in particular. Bates reported to the squad for the first time on Friday and will press Bierce hard for the job. Others trying for the centre assignment are Wenberdon and Taylor, but inexperience probably will keep them off the team.

The least of Thorp's worries is over the guard position. In Dorf and Toorock he has a pair of capable guards. Dorf has been a varsity substitute for two seasons and Toorock was the mainstay of the first year team last season.

Hobart's Basketball Dates.

GENEVA, N. Y., Dec. 3.—Hobart College is about to begin basketball practice. Gasper, Hynes, Lohtry, Gorman and Shaw of last year's varsity, and also several members of the squad are back this year. The first game will be played on January 21 with the University of Rochester. The schedule: February 7, University of Detroit, at Geneva; 10th, Niagara University, at Geneva; 22d, University of Rochester, at Geneva; March 1, Bethany College, at Geneva; 4th, Allegheny College, at Geneva; 11th, Geneva College of Beaver Falls, Pa.; at Geneva; pending, Rochester School of Optometry.

CHAMPION GOLFERS TO MAKE BIG TRIP

Barnes and Hutchison Will Play on Pacific Coast and Through the South.

By KERR N. PETRIE.

The most ambitious tour ever undertaken by a pair of American golf professionals will get under way on Thursday of this week, when Jim Barnes, the American open champion, and Jock Hutchison, the British titleholder, set out on their way to Vancouver, B. C. Strictly speaking, Barnes will set the ball a-rolling on the long, long trail, for Hutchison proceeds from his home in Chicago to Moose Jaw, there to meet the express from Montreal dashing over the Canadian Pacific Railroad toward the Golden West with its six feet three or four inches of Long Jim and his precious bag of clubs. Barnes will leave Grand Central Station on Thursday morning about the time that the golfer of the suburbs is starting cityward for his day's work.

Arrived at Vancouver, Barnes and Hutchison face an arduous campaign. They begin there on December 15 and then work all the way down the Pacific Coast, playing matches and tournaments. By February 9 they will be through with Land of Sunshine. Then they turn their faces toward Phoenix and Tucson, Ariz. Other matches follow in New Mexico, Texas, Louisiana, Mississippi and Georgia, while the tour will wind up with participation by the champions in the tournament that is being arranged at Jacksonville.

In all, forty-five matches have been scheduled for Jim and Jock. In addition the two stars have agreed to compete in the California open championships, where such well known players will be waiting to give them battle as Eddie Loos, the northern California titleholder, and Leo Diegel; and among the California contingent Macdonald Smith and the "Old Master," as they call him out there, John Black. There is also a whisper that Walter Hazen and Bob Macdonald may break in upon the party in the California championships.

It begins to look as if the tourists will have a hard struggle to keep their state clean in the matches which they are to play on the Pacific coast, for the best of the professionals and amateurs are to line up against them. In the first match of the schedule on United States territory they are to face a pair who figured with distinction in the last national amateur championship at St. Louis in Don Stein and Lee Seil. These two will oppose Jock and Jim in the afternoon round. In the morning the Seattle professional, Bob Johnston, will team up with Dixie Flaeger.

Barnes and Hutchison probably will not know who will face them in the first match of the tour at Vancouver until they arrive on the spot, but in the second match at Victoria, two days later, Dave Black and Phil Taylor are to have the place of honor. Dave and Phil have the reputation of being a pair of sturdy battlers.

After Seattle the champions will proceed to Tacoma to tackle Bill Dalgleish

and Neft Christian. If no other match is arranged in that section Barnes and Hutchison then will proceed to San Francisco. This will mean, however, that rain has set in around Portland, a city which seems to be noted for its Scotch caniness. Portland wants Jock and Jim to display these quick stop machines and long drives of which they have read, but they also want to pick out a nice clear day for the exhibition.

Sacramento gets the first match in the San Francisco district. On December 29 Barnes and Hutchison will play at the Olympic Club's links. They appear at Del Monte on the last day of the year and at San Jose on the second day of the new year. January 3 they perform on the course of the San Francisco Club and in Oakland a day later.

January 5 will be spent in practice for the northern California open championship, which is to be decided January 6 and 7, the California Association having arranged its schedule so that Jock and Jim could be present. After matches at the new Ambassador courses and at Stockton and Wilshire the tourists will again settle down for championship business. This time it is a three day tourney, the California open, January 15, 16 and 17, at the Wilshire Club. Here again dates were set so that the distinguished pair might have an opportunity to pit their strength against the best that California possesses.

Following the championship the holders of the British and American honors set out for Los Angeles, where they play on January 21. Two days later they appear at Pasadena and after another two day interval they tee up at Long Beach. Dates now open on January 29, 30 and 31 will either give Jock and Jim a rest from their labors or else afford an opportunity for some of the clubs in the Lower California belt which have had no opportunity of arranging a match to get a peep at the Chicago Cyclone and the Pelican Puncher.

After games at Hollywood, La Jolla, Del Mar, Coronado and Ghula Vista Barnes and Hutchison will turn toward Arizona. After that El Paso, Albuquerque, Del Rio, San Antonio, Austin, Waco, Fort Worth, Dallas, Houston, Galveston, Baton Rouge and New Orleans will be visited; then in turn Laurel and Jackson, Miss.; Montgomery, Macon, Thomasville and Jacksonville.

By that time Jock and Jim will have covered something like 10,000 miles, roughly, and will be entitled to the rest

which they plan to take before starting out for the North and South open championships at Pinehurst.

Among the feature matches in California should be mentioned that against John Black and Abe Espinosa. George Dow of Alameda thinks so much of the chances of the California pair that he has offered Barnes and Hutchison a side bet of \$1,000 that they cannot defeat John and Abe over the thirty-six hole route. While not so sure that it will be "money" the champions have readily accepted the deal.

Jock and Jim also hope to be able to win a goodly slice of the \$5,000 that is being hung up for a tournament in Texas. The promoters of this event are arranging the schedule to suit the travelers. All the leading players of the East and Middle West are likely to be in the race by that time.

The itinerary of the tour:

Vancouver	Dec. 15
Victoria	Dec. 17
Tacoma	Dec. 19
San Francisco	Dec. 21
Olympic Club, San Francisco	Dec. 22
Del Monte	Dec. 23
San Jose	Dec. 24
Oakland Club	Jan. 2
Northern California open tournament	Jan. 4 and 5
Los Angeles Club	Jan. 6
Wilshire Club	Jan. 13
California open championship, Wilshire, three days	Jan. 15, 16, 17
Los Angeles Club	Jan. 21
Pasadena	Jan. 22
Annandale	Jan. 23
Long Beach	Jan. 29, 30, 31
Hollywood Club	Feb. 1
La Jolla Club	Feb. 2
Del Mar	Feb. 3
Coronado	Feb. 4
Ghula Vista	Feb. 5
Phoenix, Ariz.	Feb. 10
Tucson, Ariz.	Feb. 11
El Paso	Feb. 13
Albuquerque	Feb. 15
San Antonio	Feb. 18
Waco	Feb. 21
Baton Rouge	Feb. 22
Galveston	Feb. 23
Houston	Feb. 24
Fort Worth	Feb. 25
San Antonio	Feb. 26
San Antonio	Feb. 27
San Antonio	Feb. 28
San Antonio	Feb. 29
San Antonio	Feb. 30
San Antonio	Mar. 1
San Antonio	Mar. 2
San Antonio	Mar. 3
San Antonio	Mar. 4
San Antonio	Mar. 5
San Antonio	Mar. 6
San Antonio	Mar. 7
San Antonio	Mar. 8
San Antonio	Mar. 9
San Antonio	Mar. 10
San Antonio	Mar. 11
San Antonio	Mar. 12
San Antonio	Mar. 13
San Antonio	Mar. 14
San Antonio	Mar. 15
San Antonio	Mar. 16
San Antonio	Mar. 17
San Antonio	Mar. 18
San Antonio	Mar. 19
San Antonio	Mar. 20
San Antonio	Mar. 21
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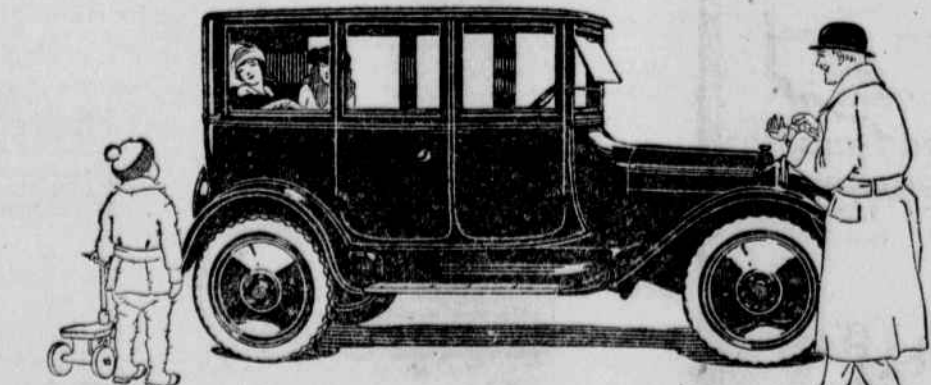
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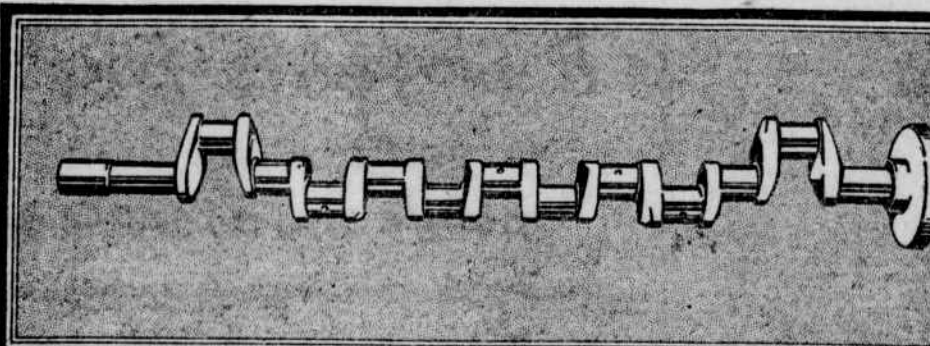
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